Section A1

The concept of a Northstar Strategy was always in the back of our minds when developing a way to attract new customers to Armoire. According to indeed.com, "Business owners use strategic planning to develop effective plans for operating their respective businesses. One strategy, known as the North Star, focuses on optimizing a company's product by adhering to one key metric (indeed)." Armoire's Northstar is to increase brand awareness for a growing segment of professional women shoppers who want to rent clothes rather than purchase. Subscriber growths are the key driver in this endeavor, and through the product discovery phase, we were able to brainstorm various ideas that always had this bottom-line in mind. The ideas we whiteboraded had drawbacks for quantifiable results, leading us away from the ideas crossed-out in the diagram*(exhibit 1)*. We started playing around with the idea of the one-time event and created a feature flow that had two stakeholders, an event planner and their guests called: "Dress Your Event." We now would look to look further into what problems we are trying to solve that event-goers and creators of these events have.

The Problem

From a guest*(party-goer)* perspective, not knowing who is wearing what, may create unnecessary anxiety for the upcoming events they are being invited to, as well as only knowing if they dressed appropriately after the event already took place; on top of this, buying clothes to only wear once is extremely inefficient. From an event planner's

perspective, they are hired by a company for putting on a successful event. A way to track a successful event would be surveying the guests on their experience after, along with tracking who came to the event. A pain-point for them would be a lack of communication and being able to plan accordingly if attendance did not match. Sure, there are various RSVP tools, however if a guest spent money to rent a piece of clothing for the event, then you can be sure their likelihood of going to the event is much higher than just clicking on an RSVP feature. Drawing from our past, and focusing on the concept of jobs to be done- "People don't want to buy a quarter-inch drill. They want a quarter-inch hole!" Clayton Christensen says, "People buy products and services to get a job done(jobs-to-be-done)," we came up with a wireframe to see what the landing pages for the event planner and event guests would look like, along with traceable metrics that could be captured during one-time events.

What makes a successful Launch

The number of events the planner is producing on a time-basis is their key metric, and the subscriber growth the guests create after trying out the process of Armoire and choosing to start a subscription is the guest metric. Post event, we will trace these metrics through surveys and promotions based on the event-code that gets generated through the event page survey(exhibit 4). The idea behind tracking the progress of both is that the event planner's job is typically that specific role in a company; they are in essence the neck that turns the head of the event guests into recommending this product(conforming to a norm), but allowing the event guest to pick their own clothes in their own styles(being unique), which will be a perfect combination for Armoire's data

driven online rental clothing platform. To monetize this product, we hope to partner with the corporations behind the event planner, providing discounts (0-100%) to our guests who want to try out the platform, with the company paying for the other portion, with the eventual drive into a subscription-base for these guests. Now, let's look at a survey we sampled from a collection of volunteers on how their experience with events went.

Section A2

Our sample of participants consisted of about fifteen people who have been to corporate events. We found some very interesting results, revealing our hunch that not knowing what to wear, purchasing clothes for one-off events, and never wearing again are quite prevalent. Surveyor's typically go to one or two events a month, and look in their existing wardrobe first before anywhere else. Approximately 50% of those surveyed said they did not want to wear the same clothes over again, and that 80% rate clothes as either important or very important for office events. The thought then goes, if user's do not want to wear what is in their wardrobe twice, and they rate their office event as important, where do they get their clothes? The majority say they buy online, while there was a staggering 0% that said no one has tried renting clothes online. This result showcases a large opportunity for Armoire in the business event market, which may be a first-to-market if our "Dress Your Event" landing page takes off. The average price people are willing to pay for their clothes that goes to this event of $300-400 is also a strong indication there is both a demand and a potential market disruption in a new culture where borrowing is becoming more the norm than owning. According to mckinsky.com, "our research shows that 15 percent of online shoppers have signed up

for one or more subscriptions to receive products on a recurring basis, frequently through monthly boxes(Thinking inside the subscription box:).” This is due to the adoption of a subscription-based model for many software companies which have now trickled to the likes of Armoire and Stitchfix. We now look to build our prototype and provide a test to our users to get an idea on what we could do to improve.

Section A3

The prototype flow and how it was implemented will be discussed more in detail in section A4; however in this section we will go over what information we gained from the usability test of the first prototype(Exhibit 3). Feedback we received was on clearer communication and flow through the pages. For the event page, the event planner wanted an easier way to see which choices the users are currently selecting to see if the clothing pool was a success and guests are using the feature. There were also issues with what each step was for, so the verbage was removed and refined to provide a cleaner profile. For the User Page, users wanted to know justifiably how much each product was to rent, so we are displaying pricing, and an option to checkout as a guest. The first prototype also did not contain any visibility into what others have selected for the event, which we implemented as well so potentially guests would not pick the same clothes(or in situations where that is what is required, encourages this). For the usability test, we noticed users signing into their mobile more than the desktop, so we had to make the site mobile-friendly as well for the usability test. The test was done in person, with two of our team members watching the users; with one of the users

actually purchasing from the Armoire website so they had the most experience in seeing if the prototype matches up well with the main site's flow.

Section A4 - [youtube prototype page](#)

The start of our prototype journey consisted of creating a "mind-map" which is a workflow diagram providing a clear path from start–the event planner coming to our page– middle, for guest to pick their clothing out and going to the event – to finish, asking the event planner and user how their experience was(exhibit 2). This workflow paved the way for a wireframe, which then set the grounds for the first prototype. We found that the beginning steps of asking what the event planner was trying to accomplish, such as what themes they wanted to portray to their event guests, fit quite nicely with the Armoire categories already set-up in their shopping page, as well as gave guest a more accurate choice of clothing to select from. The event scenario we decided to demo was a Summer Celebration, providing specific colors, and a business formalness that the event planner picked out, the day the event was, and additional communication they could portray to their guests - [event planner landing page](#). Once this event is created, an event code is generated to provide the event guest when they get notified they are invited to the event - [user landing page](#). Which clothes were a hit and which were a miss are used to improve the accuracy of the suggestions for Armoire in the [event planner backend.](#) How we built the prototype was a continuous deployment strategy utilizing react as a frontend and Amazon's amplify serverless framework, pushing up to git and having the changes shown within 15 minutes for our team members to help the developer in making changes.

Final Follow Up

To finish our flow through the process, we end up a week after the event and we want to know the experience of both parties – the event planner and guest. They will be sent two separate surveys (exhibit 4), which will both try to gain insight into how the process for both will improve as well as the likelihood the event planner will recommend the product again, and if the user will subscribe potentially with incentives such as a free month try-on. We had noticed in the preliminary survey a portion of our surveyors asked their friends if they can borrow their clothing, a potential future A/B test could be providing a link to a portion of event guests on a friends and family discount, which would see the click-through rate of guests that would recommend this product to their friends and family, as word-of-mouth are one of the oldest and most important way to get a product known. We at team one would love to know if this prototype or concept would ever go into production, please reach out to us for any further details.

▬--

References:

1) **Thinking inside the subscription box:**

https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/thinking-inside-the-subscription-box-new-research-on-ecommerce-consumers
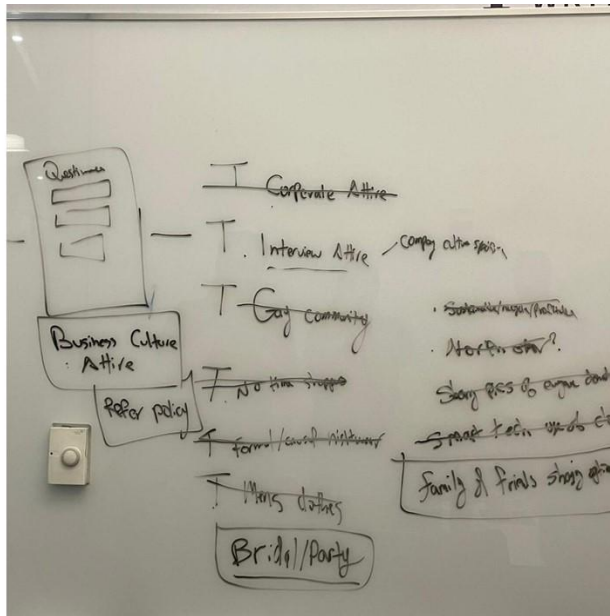
2) **Jobs-to-be-done:**

   https://jobs-to-be-done.com/jobs-to-be-done-a-framework-for-customer-needs-c883cbf61c90

3) **Indeed**

   https://www.indeed.com/career-advice/career-development/north-star-strategy

Exhibit 1: Whiteboarding Ideas:

Exhibit 2:

Exhibit 3:

These were changes made to the test application based off the usability report

User Page Updates

- Add price for images
- Sign up or guest option at check out modal
- Display Option of what other people have picked
- Enter Event Code on landing page to see details
- Replace recycling with left and right arrows

Event Page Updates

- Add current most popular choice so far
- Swap the top suggested clothing pool section with the survey and describe what the below pool will do
- Replace recycling with left and right arrows
- Change the prototype with summer cocktail party

All Page Updates

- Less wordy and more flow-oriented
- Made font and banner smaller
- Made Mobile friendly in case you need to show this site on mobile
- Added Version 2 and 1 to swap between to show changes

Close

Exhibit 4:

Event/User Survey Forms Post-Event